



Proposal 26-05

## CALIFORNIA STATEWIDE RURAL INTERCITY BUS STUDY

Technical Proposal

February 3, 2006

Prepared for the  
State of California  
Department of Transportation

In Response to  
RFP Number 64A0166



**KFH**  
◆ GROUP ◆

## PERSONNEL

For this project, the KFH Group is proposing to use many of its key professional staff, along with the Principals of the subconsultants. In this section we will present the team, showing for each person their titles, qualifications, a summary of similar work, and in Table 1 we will present the anticipated hours and tasks on the project by person. Detailed resumes are included at the end of this section.

### KFH GROUP, INCORPORATED

#### Mr. Frederic Fravel, Project Manager

Mr. Fravel, Vice President, has 25 years of experience in transit planning and policy development including efforts dealing with intercity bus planning and research, coordination and consensus building, and local public transportation operational and facility planning issues. Mr. Fravel has a significant experience with the intercity bus industry and has been the project manager or principal investigator for over 30 intercity bus planning studies. In addition to local public transportation planning projects, Mr. Fravel has also led a number of transportation research projects for TCRP and the Congressional Office of Technology Assessment (OTA).

Mr. Fravel began his professional career as the Intercity Program Manager with the North Carolina Department of Transportation. He authored the *North Carolina Intercity Bus Study* for NCDOT, inventorying existing service and forecasting the likely impacts of deregulation. He also co-authored an article for the *Journal of Transport Economics and Policy* on the existence of economies of scale in the provision of intercity bus service in the U.S. As a consultant to the Motor Carrier Rate-Making Study Commission of the U.S. Senate, he assisted in the development of their reports to Congress on the impact of bus deregulation on rural areas and the elderly, and on the role of antitrust immunity in bus rate-making. As a Senior Associate at Ecosometrics, Inc., and subsequently as Vice President of the KFH Group he has performed statewide intercity bus studies in Colorado, Georgia, Nebraska, Michigan, Minnesota, New Hampshire, North Carolina, Ohio, Pennsylvania, Texas, Vermont, and Virginia addressing service and facility needs, program design, performance measures, intermodal connectivity, and funding — along with many local and statewide rural public transit plans. Also he was the lead author on consulting reports to the Office of Technology Assessment on the issues associated with the provision of accessible intercity bus service, and on the subsequent Transit Cooperative Research Program (TCRP) study of the costs of meeting the adopted requirement. As Principal Investigator, he recently completed TCRP Report 79, *Effective Approaches to Meeting Rural Intercity Bus Transportation Needs*. He is currently the Project Manager on the Washington State intercity bus study, and recently provided significant assistance to the Office of the Secretary of

Table 1: HOURS BY TASK BY PERSON

	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6
<b>KFH Group</b>						
Fred Fravel, Project Manager	56	112	24	52	104	48
Buffy Ellis, Sr. Transportation Planner	32	44	24	52	56	16
Joel Eisenfeld, Sr. Transportation Planner		72				
Jason Quan, Sr. Transportation Planner		200			24	8
Reyes Barboza, Sr. Transportation Planner		200	24			
Administrative Support	8	8	8	8	16	32
<b>Judith Norman Transportation Consulting</b>						
Judith Norman, Principal	76	8	105	20		
Heather Menninger-Mayeda, Associate Principal	76	8	75	20		
Alain Yanuaria, Data Support	80		50			
<b>Landsman Transportation Planning</b>						
Carol Landsman	76		72	20	16	8

the U.S. Department of Transportation with their report to Congress on the impact of Greyhound's service restructuring in the North Central region.

Recently, Mr. Fravel conducted an Intercity Bus funding Study for the Colorado Department and is currently the Project Manager on an *Intercity Bus and Rural-to-Urban Transportation* study for the Washington State Department of Transportation.

### **Ms. Elizabeth (Buffy) Ellis**

Ms. Ellis, Senior Transportation Planner, is a consultant and specialist in transit and paratransit planning and system design, needs assessment, performance evaluation, and data reporting, monitoring and marketing. With 24 years of planning and consulting experience, she has managed numerous consulting projects for a wide variety of public, non-profit, and private agencies. Much of her career was spent with a major contract provider in California, providing Ms. Ellis with hands-on understanding of day-to-day transit operations.

She brings extensive planning and consulting experience and has managed numerous consulting projects for a wide variety of public, non-profit, and private agencies. Most have involved development of programs, budgets, and policies that must be in compliance with federal and state transit regulations. She is an expert in the National Transit Database requirements, and in ADA eligibility service requirements, having designed certification procedures, and acting as a Special Master to the federal Court in Philadelphia regarding ADA service compliance. She recently reviewed state transit programs around the country to identify "best practices" for consideration by Pennsylvania and Texas.

She was Lead Consultant for a Transportation Development Plan (TDP) for Napa County, California. A key issue in this study was intercity bus service along the county's main highway, linking the small communities to the region. As part of this project, Ms. Ellis designed a user-side subsidy program using a small taxi company to supplement existing services. Ms. Ellis was the primary contributor to Transit Cooperative Research Program (TCRP) Report 79, *Effective Approaches to Meeting Rural Intercity Bus Transportation Needs*. Ms. Ellis authored the sections on funding programs and compiled the case studies. She was also a primary contributor to TCRP Report 70 *Guidebook for Change and Innovation at Rural and Small Urban Transit Systems*, conducted for the Federal TCRP program. The research project found organizational attributes and practices encouraging change and innovation and documented more than 40 creative initiatives and innovations implemented by various transit organizations. Ms. Ellis developed many of the case studies of innovative rural programs.

### **Mr. Joel Eisenfeld**

Mr. Eisenfeld, Senior Transportation Planner, has 11 years of transportation experience concerning local, state, and federal government policies and projects. His background includes



transit and paratransit planning, operations, system design, needs assessment, operational and performance evaluation, and data reporting and monitoring.

Mr. Eisenfeld participated in the New Hampshire Intermodal Transportation Study, a project to develop a statewide intermodal services plan. The focus of the study was to provide a plan and policies which recommended improvements for park and ride lots, commuter bus services, intercity bus services, and intermodal facilities needs in the State of New Hampshire. Mr. Eisenfeld also participated in the Pennsylvania Intercity Bus Facilities and Needs Study. For this study, Mr. Eisenfeld focused on visiting intercity bus facilities and documenting their characteristics. Mr. Eisenfeld was Assistant Project Manager on two tasks of a Statewide Transit Plan for the Virginia Department of Rail and Public Transportation regarding the current level of intercity bus service and alternatives for state policies to maintain service levels. Currently, Mr. Eisenfeld is providing assistance to an Intercity Bus and Rural-to-Urban Transportation study for the Washington State Department of Transportation. This work entails GIS analysis to identify existing transit services and destinations for transit users.

Mr. Eisenfeld also helped update the Locally Operated Transit Systems Program Manual which was a revision and update of the comprehensive program administration manual for Maryland rural and small urban transit systems. This manual addresses all federal and state requirements for statewide public transportation grant programs administered by the Maryland Transit Administration. Mr. Eisenfeld added new sections and updated others to reflect new federal requirements and state policies.

Prior to joining KFH Group, Mr. Eisenfeld was a regional planner for the Maryland Transit Administration, overseeing a number of small urban and rural systems in terms of their grant applications, program compliance, performance, planning process, and budgets/funding. He has developed materials for both Maryland and Georgia to provide guidance to local systems in federal and state programs (including grant applications), and so is knowledgeable regarding public agency rules and regulations.

#### **Mr. Jason Quan**

Mr. Quan, Senior Transportation Planner has eleven years of research and practical experience in service planning, land use assessment, Census analysis, operational and performance evaluation, facility design, Americans with Disabilities Act (ADA), and Intelligent Transportation Systems (ITS). For the Washington State Intercity Bus study, he has recently completed a comprehensive review and analysis of past and present intercity bus service to identify potential gaps in service. Also for this study, Mr. Quan aggregated applicable Census data to identify areas with high and moderate intercity bus needs. For the Texas Intercity Bus Facilities and Needs Study, he visited all intercity bus stations between Beaumont, Houston, and Laredo to photograph and document all aspects of the station. Using GIS, Mr. Quan worked on the Indiana Intercity Bus study to identify any unmet intercity bus needs, and potential new markets for intercity bus service.

**Mr. Reyes Barboza**

Mr. Barboza, Transportation Planner, has five years of transportation experience concerning local, state, regional, and federal government policies and projects. His background includes transit planning, operations, needs assessment, alternatives analysis, operational and performance evaluation, capital budgeting, data reporting and monitoring, and public outreach events. Mr. Barboza contributed to the existing intercity bus service and location/destination analysis components of an *Intercity Bus and Rural-to-Urban Transportation* study for the Washington State Department of Transportation. In this capacity, Mr. Barboza worked with state agencies and public transportation providers in obtaining existing intercity service information and related destination information that was coded onto ArcView GIS maps. Mr. Barboza used this information to evaluate the existing service and destinations in light of statewide demographic characteristics based on Census 2000 data.

Mr. Barboza has analyzed transit planning projects in California, Pennsylvania, Alabama, Texas, Nevada, and Washington State and developed documentation to fulfill federal planning requirements, including project area definition, transportation and land-use analysis, demographic analysis, potential alignments and accompanying costs, proposed travel times and associated environmental impacts. In California, Mr. Barboza assisted in the project area description, demographic analysis, highway volume analysis, and alternatives analysis for the Riverside County Transportation Commission as the preliminary requirements for requesting FTA funding through the New Starts program. In this capacity, Mr. Barboza worked with local agencies to obtain population, transportation, and budget data. Mr. Barboza coded population and transportation information onto ArcView GIS maps and provided support in the capital budgeting analyses of the identified alternatives.

**JUDITH NORMAN TRANSPORTATION CONSULTING (JNTC)****Judith Norman**

Judith Norman, Principal, has worked on local and regional projects for and with all major public transportation agencies and local jurisdictions in Los Angeles, Orange, Riverside, San Bernardino, San Diego, and Ventura Counties. She has worked successfully one-on-one with transportation policy makers, executive management, public agency staff, business and opinion leaders and the public in the development of transit and transportation-related projects. Her experience in working with a diversity of stakeholders on both local and regionally significant projects has equipped her with the skills necessary to manage and complete large-scale projects.

Ms. Norman has a broad-based background that includes training and experience in the development of local and regional transportation policies, programs and projects. Specifically, her expertise lies in the areas of transit and specialized transportation planning, transit policy and guideline development, document preparation, transit project design and implementation,

funding programs and outreach. Ms. Norman has worked successfully one-on-one with transportation policy makers, executive management and public agency staff in the development of transit and transportation-related air quality policies and programs.

Ms. Norman has also been employed by the Metropolitan Transportation Authority (formerly Los Angeles County Transportation Commission), the City of Los Angeles Community Redevelopment Agency, and the Southern California Rapid Transit District. Clients have included Commuter Transportation Services (CTS), the Southern California Regional Rail Authority (SCRRA), the Los Angeles County Transportation Commission (now the MTA), The Southern California Association of Governments (SCAG), the City of Norwalk, Orange County Transportation Authority (OCTA), North County Transit District (NCTD) and California Department of Transportation (Caltrans).

#### **Ms. Heather-Menninger-Mayeda, Associate Principal**

Since 1987, Heather Menninger-Mayeda provided consulting services through the partnership A-M-M-A to clients who represent the full gamut of organizations involved with transportation and public transit. Largely, but not exclusively in Southern California, these include regional planning agencies, counties, municipalities, health care agencies and not-for-profit agencies, as well as joint powers authorities and state level agencies. Now as sole proprietor, Heather Menninger-Mayeda is trained in transportation planning, has worked on community-level and specialized transportation issues for over 20 years in settings throughout Southern California, at the California state level and preceded by earlier years in Federal policy planning.

The A-M-M-A client list includes the following –

- Transit Cooperative Research Program, Transportation Research Board of the National Academy of the Sciences.
- **Regional Planning Agencies:** San Diego Associated Governments, Los Angeles County Metropolitan Transportation Authority, San Bernardino Associated Governments, Orange County Transportation Authority, Riverside County Transportation Commission, Southern California Association of Governments, the Regional Public Transportation Authority of Phoenix, Arizona, and the County of San Diego.
- **State Agencies:** State of California – Dept. of Transportation/ Caltrans; Dept. of Developmental Services; Dept. of Insurance.
- **Transit Agencies:** Antelope Valley Transit Authority, Norwalk Transit Agency, Montebello Bus Lines, Santa Monica Municipal Bus Lines (*Los Angeles County, CA.*); Omnitrans, Victor Valley Transit Authority, Mountain Area Regional Transit Authority, Morongo Basin Transit Authority (*San Bernardino County, CA.*); Riverside Transit Agency; SunLine Transit Agency (*Riverside County, CA.*); Orange County Transportation Authority (*Orange County, CA.*); South Coast Area Transit (*Ventura County, CA.*).

## CAROL LANDSMAN, LANDSMAN TRANSPORTATION PLANNING LLC

Ms. Landsman has over 20 years of professional transportation experience including extensive involvement in transit planning. She has focused on working with small cities and rural communities to develop realistic transportation solutions that support local values. Ms. Landsman has over 20 years of professional transportation experience including extensive involvement in transit planning. She has focused on working with small cities and rural communities to develop realistic transportation solutions that support local values.

Ms. Landsman has completed regional plans for the transit providers in California, including the funding needs, and so is quite familiar with California policies and programs. In addition, she has many years of experience in developing transit plans for public agencies under contract, and was a regional planner for an Metropolitan Planning Organization.

Ms. Landsman teamed with KFH Group on the Washington Intercity and Rural to Urban Transit Plan and is taking the key role in developing the stakeholder input process, including drafting information brochures and developing interview and on-line survey instruments. She is now conducting an assessment of rural transit needs and opportunities through interviews with planning agencies, elected officials, and transit providers. She will also focus on rural to urban transit issues, assessing unmet needs, crafting statewide policies, measures and recommended strategies to meet goals.

Ms. Landsman managed the Tri-County Consolidation Study, Lassen, Modoc and Plumas Counties, CA that explored the potential for these three northeastern California counties to consolidate the administration and management of their transit systems in an effort to increase service. After field observations, review of existing service and interviews with providers of human service transportation, policy makers and users, this study concluded that coordination was a better option than was consolidation. The study outlined coordination strategies that these counties could implement. One strategy called Seat Sharing uses intranet technology to encourage social service and public transit providers to share seats on vehicles. This project was selected by the California Oregon Advances Transportation Systems (COATES) as an example of rural transit technology. COATES is now developing the tools to implement it.

Ms. Landsman also managed the Eureka and Arcata, CA Five-Year Transit Development Plans project that assessed opportunities for improved and coordinated fixed-route and paratransit service within Humboldt County. These plans recommended strategies to expand service to the University while meeting the needs of transit dependent populations within existing revenues.



## FREDERIC FRAVEL

## VICE PRESIDENT

### Education

- ▲ M.R.P. Regional Planning, University of North Carolina, 1976
- ▲ B.A. Interdisciplinary Social Science, Duke University, 1972

### Years of Relevant Experience: 25

### Professional Activities

- ▲ TRB Committee on Rural Public and Intercity Bus Transportation, Member
- ▲ American Planning Association, Transportation Planning Division

Congressional Office of Technology Assessment (OTA).

Mr. Fravel has 25 years of experience in transit planning and policy development including efforts dealing with intercity bus planning and research, coordination and consensus building, and local public transportation operational and facility planning issues. Mr. Fravel has a significant experience with the intercity bus industry and has been the Project Manager or Principal Investigator for over 30 intercity bus planning studies. In addition to local public transportation planning projects, Mr. Fravel has also led a number of transportation research projects for the Transit Cooperative Research Program (TCRP) and the

## Relevant Experience

### Intercity Bus Planning

Mr. Fravel has a significant amount of knowledge concerning the intercity bus industry, having served as the project manager or principal investigator for over 30 intercity bus planning studies. These studies have included the full spectrum of the industry, everything from route-level bus route planning to Congressionally-mandated policy studies. Recently, Mr. Fravel conducted an Intercity Bus Funding study for the Colorado Department of Transportation. This project addressed the application process, review of specific grant applications, development of project recommendations, and development of a draft planning process for intercity bus in the state. Currently, he is the Project Manager on an *Intercity Bus and Rural-to-Urban Transportation* study for the Washington State Department of Transportation. As Vice President of the KFH Group, and previously as a Senior Associate at Ecosometrics, he has performed statewide intercity bus studies in Colorado, Georgia, Nebraska, Michigan, Minnesota, New Hampshire, North Carolina, Ohio, Pennsylvania, Texas, Vermont, and Virginia addressing service and facility needs, program design, performance measures, intermodal connectivity, and funding.

### Intercity Bus Research

Mr. Fravel has completed studies as an industry expert for the American Bus Association, Greyhound Lines, the Office of Technology Assessment of the U.S. Congress, the U.S. Department of Transportation, Office of the Secretary, the Interstate Commerce Commission, and several state DOTs. While in graduate school he authored the *North Carolina Intercity Bus Study* for the state DOT, inventorying existing service and forecasting the likely impacts of deregulation. He also co-authored an article for the *Journal of Transport Economics and Policy* on the existence of economies of scale in the provision of intercity bus service in the U.S. As a consultant to the Motor Carrier Rate-Making Study Commission of the U.S. Senate, he assisted in the development of their reports to Congress on the impact of bus deregulation on rural areas and the elderly, and on the role of antitrust immunity in bus rate-making. Also he was the lead author on consulting reports to the Office of Technology Assessment on the issues associated with the provision of accessible intercity bus service, and on the subsequent TCRP study of the costs of meeting the adopted requirement. As Principal Investigator, he recently completed TCRP Report 79, *Effective Approaches to Meeting Rural Intercity Bus Transportation Needs*.

**FREDERIC FRAVEL****VICE PRESIDENT****Statewide Planning Projects**

Mr. Fravel has served as the Project Manager for several statewide planning projects, including a recent review and evaluation of Georgia's rural transit program and a Needs Assessment and Six-Year Plan and Program for the rural, small urban, specialized, and intercity bus programs in the State of Virginia. Mr. Fravel also served as the Project Director for a three-year task order transit planning service contract for the State of Maryland. He prepared a statewide Public Transportation Policy Plan for Vermont.

**Transit Planning and Operations**

Mr. Fravel has 25 years of experience in developing local transit services. His work experience has included local public transportation planning projects in rural, small urban, and large urban settings, including issues dealing with facilities, costs, fares, service planning, accessibility, funding, capital needs, management, and organization. He has been the Project Manager for numerous Transportation Development Plans (TDP) in the States of North Carolina, Maryland, South Carolina, and Vermont.

**Transit Research and Guidebooks**

Mr. Fravel was Principal Investigator for TCRP Project J-6: *Cost of Meeting Accessibility Requirements for Over-the-Road Buses* and TCRP B-21, *Effective Approaches to Meeting Rural Intercity Bus Transportation Needs* which provided information and perspectives useful in examining the paradigm shift facing rural transportation.

**Facility Assessment and Planning**

In the area of facility assessment and planning, Mr. Fravel was Project Director on a number of statewide intercity bus facility assessments including a study for the Texas Department of Transportation to inventory intercity bus facilities statewide and develop a policy plan for future facility investment, a study for Greyhound Lines and the Pennsylvania Department of Transportation to inventory intercity bus facilities statewide and develop a policy plan for future state and carrier investment, and a project to develop a statewide intermodal services plan for the State of New Hampshire, including a plan and policies for park and ride lots, commuter bus services, intercity bus services, and intermodal facilities.

**Urban Transit**

In the field of urban transit planning, Mr. Fravel has recently served as the Project Manager for the Prince George's County (MD) TDP. Prince George's County is a heavily urbanized County adjacent to Washington, DC. Mr. Fravel was also the Project Manager on a series of task order planning studies for the City of Alexandria, Virginia, Department of Planning and Zoning. These task order projects dealt with parking, transit, pedestrian, and land use issues. For the City of Annapolis (MD), Mr. Fravel has completed several projects, including a TDP for the area and several projects dealing with downtown parking and circulation.

**Relevant Employment History**

Dates	Position(s)	Organization
1995 - Present	Vice President	KFH Group, Incorporated
1984 - 1995	Senior Associate	Ecosometrics, Incorporated
1983	Consultant	Motor Carrier Ratemaking Study Commission
1980 - 1983	Intercity Program Manager	North Carolina Department of Transportation

**ELIZABETH H. ELLIS, AICP      SENIOR TRANSPORTATION PLANNER****Education**

- ▲ M.R.P. Regional Planning, University of North Carolina, Chapel Hill, 1978
- ▲ B.A. Geography and Fine Arts, Magna Cum Laude, Boston University, 1974

**Years of Relevant Experience: 24****Professional Activities**

- ▲ TRB Committee on Paratransit, Chair
- ▲ Montgomery County Taxi Services Advisory Committee, Member and Past Chair
- ▲ American Institute of Certified Planners (AICP)

Ms. Ellis is a consultant and specialist in transit and paratransit planning and system design, needs assessment, performance evaluation, and data reporting and monitoring. With 24 years of planning and consulting experience, she has managed numerous consulting projects for a wide variety of public, non-profit, and private agencies. Much of her career was spent with a major contract provider in California, providing Ms. Ellis with hands-on understanding of day-to-day transit operations.

**Relevant Experience*****Rural and Small Urban Transit Management and Operations***

Through her position at a major private provider in California as well as KFH Group, Ms. Ellis brings extensive experience with rural and small urban transportation. She has managed or served as lead consultant on numerous Transportation Development Plans (TDP) projects for rural communities, including Dorchester County, MD; Napa County, CA; Needles, CA; and Mesa County, CO. For a number of the TDP studies, issues related to intra-county vs. inter-county transit needs were addressed as well as coordination between local providers and intercity services. For Dorchester County, Ms. Ellis continues to provide assistance, working with the transit provider, a large non-profit agency, to develop a management handbook and guidance in expanding operations. For Needles, CA, Ms. Ellis designed a route deviation service to meet the needs of the many transit dependent residents of this small community along the Colorado River. Ms. Ellis has researched innovative practices at rural and small urban transit systems for work on TCRP Report 70 addressing innovation at smaller transit systems. She served as a team leader for TCRP Report 54, *Management Toolkit for Rural and Small Urban Transportation Systems*, authoring sections on vehicle maintenance, operations management, and procurement and contracting. She was also a primary contributor to TCRP Report 79, *Effective Approaches to Meeting Rural Intercity Bus Transportation Needs*.

***Paratransit Operations and Performance Evaluation***

Ms. Ellis brings a hands-on understanding of the day-to-day issues of paratransit services. During her 18 years with a major private contractor, Ms. Ellis developed an internal performance assessment process to ensure service quality and compliance with company procedures. Among many other projects, she was also responsible for assisting contract managers comply with federal reporting requirements for the National Transit Database (NTD). Recent work with KFH Group includes various projects through a task-order contract with the Maryland Transit Administration (MTA) for the MTA's Americans with Disabilities Act (ADA) paratransit program. These include an audit of on-time performance, assessment of contractor service performance, and evaluation of ADA ridership impacts from a same-day taxi program. Ms. Ellis supported the MTA Office of Statewide Planning's recent expansion of the state's performance monitoring program, developing new performance measures and revising standards based on extensive statistical analyses of reported data. Other paratransit projects include studies for Lake County, CA; Redding Area Bus Authority in CA; Inyo County, CA; scheduling/dispatch studies for a human service agency in Pasadena, CA, two private hospitals in Los Angeles, and the San Diego Red Cross; and improvement studies for several cities in Los Angeles County.

**ELIZABETH H. ELLIS, AICP      SENIOR TRANSPORTATION PLANNER****Data Collection and Assessment**

Ms. Ellis authored the section on demand-responsive transportation service for the *Transit Capacity and Quality of Service Manual*, published as TCRP Report 100, which provides practitioners a consistent set of techniques for evaluating service quality and capacity. She managed a project to design a standardized monthly reporting process for the MTA's Transit Operations Division, composed of 11 different departments including rail, bus, and paratransit. For TCRP Project B-14, *Analyzing the Costs of Operating Small Transit Vehicles*, Ms. Ellis designed the data collection process to research operating and maintenance costs. Prior work includes that as a team leader on a study that assessed the feasibility and designed procedures for collecting transportation operating and financial data from social service agencies in Southern California. She was the project manager on a study for Montebello Municipal Bus Lines in California to design a data collection and reporting process to meet reporting requirements. And she has assisted numerous contracted transit systems compile and complete federal NTD reports.

**Research Process and Applications**

Ms. Ellis brings extensive research experience. She served as a primary contributor to TCRP Report 70, *Guidebook for Change and Innovation at Rural and Small Urban Transit Systems*. She was a team leader on KFH's TCRP G-5 project to develop a management handbook for small urban and rural transit agencies, published as Report 54, *Management Toolkit for Rural and Small Urban Transportation Systems*, writing sections on operations management, vehicle maintenance, and procurement and contracting. She was the lead consultant on KFH Group's recent study for NCHRP Project 20-65(3), *Availability and Accessibility of Liability and Excess Insurance for Public Transit and Private Coach Operators*, published in 2005 as NCHRP Research Results Digest 295. Ms. Ellis was also a primary contributor to KFH Group's TCRP project on intercity bus transportation, published as Report 79.

**Development of Guidebooks, Toolkits, and Manuals**

Through TCRP and other projects, Ms. Ellis has developed various guidebooks, toolkits and manuals. Ms. Ellis designed the layout of KFH Group's well-received TCRP Report 70. She authored several sections of TCRP Report 54's management toolkit. Ms. Ellis wrote the User's Guide for the computerized model developed through KFH Group, TCRP B-14 project. Ms. Ellis has also developed and produced many policy and procedures manuals as well as transit user materials. Recent work includes a *Policy and Procedures Manual* for Delmarva Community Transit, a non-profit provider in rural Maryland. As a consultant to Access Services in Los Angeles, Ms. Ellis developed rider information materials and a driver policy manual for a same-day taxi service planned, but not implemented, as part of ADA paratransit restructuring in the region in 2002.

**Relevant Employment History**

Dates	Position(s)	Organization
1999 - Present	Senior Transportation Planner	KFH Group, Incorporated
1997 - 1999	Consulting Manager	Laidlaw Transit Services, Inc.
1982 - 1997	Manager of Consulting	DAVE Transportation Services, Inc.
1981 - 1982	Consultant	Peat, Marwick, Mitchell & Company
1979 - 1981	Consultant	DAVE Systems, Inc.
1978 - 1979	Planner	Southern California Association of Governments



**JOEL EISENFELD****SENIOR TRANSPORTATION PLANNER****Education**

- ▲ M.U.E.P. Urban & Environmental Planning, University of Virginia 1998
- ▲ B.S. Business Administration, University of Maryland, 1993

**Years of Relevant Experience: 11**

Mr. Eisenfeld is a transportation planner with 11 years of transportation experience concerning local, state, and federal government policies and projects. His background includes transit and paratransit planning, operations, system design, needs assessment, operational and performance evaluation, and data reporting and monitoring.

**Relevant Experience*****Intercity Bus Studies***

Mr. Eisenfeld participated in the New Hampshire Intermodal Transportation Study, a project to develop a statewide intermodal services plan. The focus of the study was to provide a plan and policies which recommended improvements for park and ride lots, commuter bus services, intercity bus services, and intermodal facilities needs in the State of New Hampshire. Mr. Eisenfeld also participated in the Pennsylvania Intercity Bus Facilities and Needs Study. For this study, Mr. Eisenfeld focused on visiting intercity bus facilities and documenting their characteristics. Mr. Eisenfeld was Assistant Project Manager on two tasks of a Statewide Transit Plan for the Virginia Department of Rail and Public Transportation regarding the current level of intercity bus service and alternatives for state policies to maintain service levels. Currently, Mr. Eisenfeld is providing assistance to an Intercity Bus and Rural-to-Urban Transportation study for the Washington State Department of Transportation. This work entails GIS analysis to identify existing transit services and destinations for transit users.

***State-Level Transit Program Development***

Mr. Eisenfeld possess inherit insight to statewide planning issues and requirements through his work at the Maryland Transit Administration (MTA), as well as through his career within both local government and the private sector. He was Assistant Manager to two manuals for the MTA — *Standard Operating Policies and Procedures Manual (SOP)* and updating the *Locally Operated Transit Systems (LOTS) Program Manual*. The SOP manual was created for division staff who administer statewide programs for local transit, including Federal Transit Administration (FTA) Sections 5303, 5307, 5309, 5310, 5311, and 5313, as well as a number of state-specific transit funding programs. The manual includes all aspects of subrecipient grants administration, subrecipient monitoring, performance evaluation, coordination, planning, training and technical assistance, public outreach and community relations, and special projects. Updating the LOTS Program Manual, a comprehensive program administration manual for Maryland rural and small urban transit systems, addressed all federal and state requirements for statewide public transportation grant programs administered by the MTA, including Sections 5303, 5307, 5309, 5311, 5313, and state-funded operating and capital programs. Mr. Eisenfeld also Co-Managed a project that modified the Maryland Transit Administration's annual application for state and Federal funding for public transportation projects in small urbanized and rural areas. In addition to these efforts, he provided project support for a comprehensive Evaluation of the Georgia Rural Public Transportation Program. This major project included a development of a strategic plan, assessment of Georgia's current Section 5311 program, review of the local use of funds in 100 counties, review of model programs in other states, assessment of coordination opportunities with Georgia human service transportation programs, recommending and implementing program improvements, and developing and conducting training for state and local program personnel.

**JOEL EISENFELD****SENIOR TRANSPORTATION PLANNER*****Transit Management and Operations***

Mr. Eisenfeld has experience providing assistance to public transit operators and policy makers. Mr. Eisenfeld was assistant project manager for a study for the Tri-County Council on the Lower Eastern Shore of Maryland which consolidated three county transit systems into one regional transit entity. As part of this effort, we assisted with the development of detailed plans for the new organization including administrative, funding and personnel issues. The study also included the development of detailed operational plans and guidelines for implementation of the service changes recommended in a recent Transportation Development Plans (TDP). Mr. Eisenfeld was also the assistant project manager for the Williamsburg Area Public Transportation Study, which examined the feasibility of creating a joint regional entity to provide public transportation in the greater Williamsburg area. He has also worked on a number of projects, including the analysis of benefits and the allocation of costs for the Central Maryland Transit Cooperation Project, the development of statewide rural and small urban Six-Year and Twenty Year Transit Needs for Virginia Department of Rail and Public Transportation (VDRPT), as well as the Lower Shore Reorganization project (in Maryland). His work on these projects has included project management, data collection, survey work, mapping, and data manipulation and presentation. Mr. Eisenfeld possesses insight to statewide planning issues and requirements through his work at the MTA. There, he was responsible for developing, evaluating, approving, and monitoring federal and state funded operating and capital grant applications for seven LOTS. These systems were eligible for Section 5311, 5307, 5309, and 5310 funds, as well as state funding. He provided technical assistance to these systems which included recommending service changes, fare changes, capital equipment purchases, evaluating and assessing federal regulations, as well as managing the required five year TDP.

***Transit Planning and Performance Assessment***

Mr. Eisenfeld has managed many planning studies, including a recent TDP for Allegany County, Maryland. The project includes an extensive analysis and assessment of the local public transit system (Allegany County Transit - ACT); an analysis of the County's land use and demographics as they define the need for public transportation; and a summary and analysis of other private, commuter, and human service transportation operators in the area (with an emphasis on coordination opportunities and commuter needs). The final recommendations analyzed route and schedule modifications, timing changes, marketing activities, coordination activities, and fare changes. Mr. Eisenfeld served as Project Manager for the Warren County Transit Authority (TAWC) Management Performance Review (MPR). TAWC is the public transportation provider in Warren County, Pennsylvania. The system provides fixed-route services in the Town of Warren as well as providing countywide human service and rural general public transportation. The focus of the MPR was to address several functional areas within the organization, including management and organization, service planning, scheduling, system performance, the transportation function, maintenance, personnel development/training, and accounting/finance.

**Relevant Employment History**

Dates	Position(s)	Organization
2001 - Present	Senior Transportation Planner	KFH Group, Incorporated
1999 - 2001	Regional Planner	Maryland Transit Administration.
1997 - 1999	Strategic Planner	Potomac and Rappahannock Transportation Commission (PRTC)
1994 - 1997	Transportation Analyst	Apogee Research, Inc.

**JASON QUAN****SENIOR TRANSPORTATION PLANNER****Organization**

KFH Group, Inc.

**Education**

▲ B.S. Urban Planning, University of Maryland, 1992.

**Years of Relevant Experience: 11****Basis for Selection**

Mr. Jason Quan is a senior transportation planner with eleven years of research and practical experience in service planning, land use assessment, census analysis, operational and performance evaluation, facility design, Americans with Disabilities Act (ADA), and Intelligent Transportation Systems (ITS).

**Relevant Experience*****Intercity Bus Studies***

Mr. Jason Quan has participated in a variety of intercity bus projects. Mr. Quan is currently working on Washington State's Intercity Bus study. For the Washington State Intercity Bus study, he has recently completed a comprehensive review and analysis of past and present intercity bus service to identify potential gaps in service. Also for this study Mr. Quan aggregated applicable census data to identify areas with high and moderate intercity bus needs. Mr. Quan also participated in the Texas Intercity Bus Facilities and Needs Study. For this study, Mr. Quan visited all intercity bus stations between Beaumont, Houston, and Laredo to photograph and document all aspects of the station. Using GIS, Mr. Quan has worked on the Indiana Intercity Bus study to identify any unmet intercity bus needs, and potential new markets for intercity bus service.

***Transportation Planning***

Mr. Quan has extensive experience in the preparation of TDPs, including several in North Carolina, Maryland, Ohio, and Vermont. Mr. Quan is currently the project manager to conduct a transportation needs study for the Hunters Green Business Center in Washington County, Maryland. Mr. Quan has participated in the development of a four year Community Transportation Service Plan for Randolph and Davidson Counties, North Carolina. This included researching, analyzing, and evaluating existing transportation services for efficiencies and inefficiencies, along with developing alternative service designs, a marketing strategy, a capital improvement schedule, and a four-year implementation plan. He was the project manager for the development of a five-year Transportation Development Plan (TDP) and Coordination Plan for Washington County, Maryland. Mr. Quan was also the project manager for the development of a Short-Range Transportation Plan for Central Vermont and the Two Rivers-Ottawaquechee region in Vermont and a Market Segmentation Study for Wheels Transportation Services in Montpelier, Vermont under contract with Central Vermont Regional Planning Commission. For the market segmentation study, he conducted user and non-user surveys, developed user profiles and provided marketing strategies. In Ohio, Mr. Quan was the project manager for a TDP in Ottawa County, Ohio under contract with the Ohio Department of Transportation (ODOT) and was the project manager for a transit feasibility study in Shelby County, Ohio under ODOT technical assistance project (under subcontract to RLS). Mr. Quan is currently the project manager for the Bus Stop Facilities Inventory and Assessment for Montgomery County, Maryland. Facilities include bus stops, transfer centers, and park-and-ride locations. Such facilities were assessed for ADA compliance, accessibility, safety, and comfort and convenience. He also surveyed, retrieved, and analyzed data on management practices at small urban and rural public transportation systems for the Transportation Cooperative Research Program (TCRP) for

**JASON QUAN****SENIOR TRANSPORTATION PLANNER**

TCRP Project G-5: "Management Practices at Small Urban and Rural Public Transportation Systems" in Washington, D.C.

***Technology Applications and GIS***

Mr. Quan has extensive experience in a variety of technology applications including Global Positioning System (GPS), Advance Vehicle Locator (AVL), Mobile Data Terminal/Computer (MDTs), Geographical Information Systems (GIS), and relational databases. Mr. Quan has recently developed a relational database for the Maryland Transit Administration (MTA) to centralize the storage of operating data from the Locally Operated Transit Systems. Also for the MTA, Mr. Quan has developed automated operational monthly summary reports for 14 departments. With the use of GPS, Mr. Quan was project manager in the inventory and assessment of over 5,400 bus stops in Montgomery County. For this project, he provided oversight in the development of a geospatial database to interface with the County's GIS. Mr. Quan has also provided assistance with systems in Maryland and Texas in the implementation of Advance Vehicle Locators, Mobile Data Terminals, and scheduling and dispatching software. He was also responsible for the gathering of data, and the setup and development of an accessible transportation database that was implemented into an online national database of accessible transportation for Project ACTION in Washington, D.C.

***Human Service Transportation***

In Maryland, Mr. Quan recently worked with Washington County in developing a Coordination Plan to improve coordination among human service agencies in the County. The plan including an full inventory of existing agencies, policies and procedures, transportation services, resources (i.e. staff, vehicles, etc.), followed with an assessment of what areas can potentially be coordinated. Also Washington County, Maryland, Mr. Quan served as the project manager for a Department of Social Services project to estimate the short-term need for transit work trips by its Transportation Assistance to Needy Families (TANF) clients and developed the JOBS program. The JOBS program is operated by the local public transit provider, County Commuter, and provides free transportation for Department of Social Services clients needing to get to work. Mr. Quan also performed a transportation needs analysis through the use of Census data and GIS application for Newaygo County, Michigan as part of the process for developing coordination alternatives for the County. In Vermont, Mr. Quan collected and mapped locations of origins and destinations in the southeastern Vermont region and prepared inventory of private providers and analyzed transit accessibility in the region. For the National Highway Traffic Safety Administration, Mr. Quan researched and analyzed the cessation of driving by older drivers and the mobility consequences of stopping driving. He also researched and analyzed existing transportation options in transporting End Stage Renal Disease patients to dialysis facilities for the Department of Health and Human Services.

**Relevant Employment History**

Dates	Position(s)	Organization
1998 - Present	Senior Transportation Planner	KFH Group, Inc.
1994 - 1998	Transportation Planner	Ecosometrics, Inc.



**REYES BARBOZA, JR.****TRANSPORTATION PLANNER****Education**

- ▲ Master of City Planning, University of Pennsylvania, 2001
- ▲ B.A. Urban Studies, Stanford University, 1998

**Years of Relevant Experience: 5**

Mr. Barboza is a transportation planner with five years of transportation experience concerning local, state, regional, and federal government policies and projects. His background includes transit planning, operations, needs assessment, alternatives analysis, operational and performance evaluation, capital budgeting, data reporting and monitoring, and public outreach events.

**Relevant Experience*****Statewide Intercity Bus Study***

Mr. Barboza contributed to the existing intercity bus service and location/destination analysis components of an *Intercity Bus and Rural-to-Urban Transportation* study for the Washington State Department of Transportation. In this capacity, Mr. Barboza worked with state agencies and public transportation providers in obtaining existing intercity service information and related destination information that was coded onto ArcView GIS maps. Mr. Barboza used this information to evaluate the existing service and destinations in light of statewide demographic characteristics based on Census 2000 data.

***Transportation Planning***

Mr. Barboza has analyzed transit planning projects in California, Pennsylvania, Alabama, Texas, Nevada, and Washington State and developed documentation to fulfill federal planning requirements, including project area definition, transportation and land-use analysis, demographic analysis, potential alignments and accompanying costs, proposed travel times and associated environmental impacts. In California, Mr. Barboza assisted in the project area description, demographic analysis, highway volume analysis, and alternatives analysis for the Riverside County Transportation Commission as the preliminary requirements for requesting FTA funding through the New Starts program. In this capacity, Mr. Barboza worked with local agencies to obtain population, transportation, and budget data. Mr. Barboza coded population and transportation information onto ArcView GIS maps and provided support in the capital budgeting analyses of the identified alternatives. He has conducted spreadsheet analyses including operating and maintenance costs, capital costs and travel time of various transit projects. Mr. Barboza has also researched public transportation projects in the U.S. that resulted from Public/Private Partnerships. He also assisted in the development of a System Safety Program Plan for a State Department of Transportation.

***State Transit Administration and Policy Implementation***

Mr. Barboza, as the Acting Regional Planner in the Maryland Transit Administration for six counties along the eastern shore, provides program guidance to these rural and small urban transit systems, addressing all federal and state requirements for statewide public transportation grant programs administered by the Maryland Transit Administration, including Sections 5303, 5307, 5309, 5311, 5313, and state-funded operating and capital programs. He also managed the update of the Maryland Transit Administration's FY 2007 Annual Transportation Application for state and federal grants for public transportation projects in small urbanized and rural areas. He provides daily support to the small urban and rural transit systems in executing proper procurement procedures, processing of payment requests, and review of local Community and Comprehensive Plans.

**REYES BARBOZA, JR.****TRANSPORTATION PLANNER****Data Collection and Analysis**

Mr. Barboza has provided data collection and research assistance on various projects by using the Internet; conducted survey analysis; and developed write-ups and documentation. He collected FY 04 and FY 05 budget and performance data for the small urban and rural transit systems throughout Maryland. He has collected performance data from transit systems and conducted spreadsheet analysis to determine specialized transit service efficiency. He contributed to the following projects: *Characteristics of Urban Transportation Demand Report*, *Use of Flexible Funds for Transit Under ISTEA and TEA-21* and *the Surface Transportation Efficiency Analysis Model Version 2.0 (STEAM)*. He also developed a database for signage of the entire western section of the City of Pacifica, CA. This database was used in the Request for Proposal for new signage. Finally, he has used Traffix software to examine the validity of traffic volumes included in an Environmental Impact Study and their subsequent impact on the surrounding road network of the impacted area.

**Land Use and Transportation Linkages**

Mr. Barboza has assisted in the development of a land-use and transportation strategy focusing on utilization of the regional transportation network, specifically the commuter rail line, to increase access to the plethora of existing natural resources and recreational activities near the City of Egg Harbor, NJ. He also was involved in the development of a comprehensive land use strategy to create higher density community centers to ameliorate infrastructure inefficiencies caused by sparse development and the single occupant vehicle for the City of Pacifica, CA.

**Land Use Planning**

Mr. Barboza administered the Williamson Act Program, a statewide agricultural land preservation program, in Fresno County, California and processed a diversity of land use applications. He developed documentation to streamline the processing of applications and educate the public and managed the development of a clear mission for the administration of the program in relation to the overall goals of the County. He identified the applicable Fresno County General Plan and Specific Plan policies and objectives and conducted CEQA analysis to determine conformity of land use proposals. As part of the job, he managed project completion and retrieved input from local, regional, and state agencies when required and presented land use proposals to the County of Fresno Board of Supervisors and the County of Fresno Planning Commission.

**Relevant Employment History**

Dates	Position	Organization
2005 - Present	Transportation Planner	KFH Group, Incorporated
2003 - 2005	Planning and Resource Analyst	County of Fresno
2001 - 2002	Transportation Planner	STV, Inc.
2000-2001	Transportation Planning/Management Intern	Cambridge Systematics, Inc.

**JUDITH NORMAN**

**PRINCIPAL, JUDITH NORMAN -TRANSPORTATION CONSULTING**

1842 Denwall, Carson, California

(310) 608-2005 email: bossclay@rcn.com

**EDUCATION**

**B.A. Music**, June 1977, California State University, Los Angeles, CA.

**B.A. Business Management**, December 1981, University of Redlands, Redlands, CA.

**ADDITIONAL TRAINING**

**UMTA (FTA), APTA, and MIT** coursework and training in *Transportation Planning and Operations*

Massachusetts Institute of Technology (MIT) training in Transportation Planning

**EMPLOYMENT HISTORY**

**Judith Norman Transportation Consultant (JNTC)** (December 1990 – Present), Carson, CA  
**Principal**

Since 1990 Principal and sole proprietor of a transportation consulting firm, providing professional services to local jurisdictions, transportation and air-quality agencies in the areas of planning, operations, policy and program development, transit finance, technical document preparation, outreach, and project management. A complete listing of clients and projects is available upon request.

**South Coast Air Quality Management District (SCAQMD)** (October 1989 – December 1990), El Monte, CA

**Transportation Program Manger**

Managed and coordinated a staff of 19 individuals in undertaking the professional and administrative activities involved in implementation of the Regulation XV Trip Reduction Program in the South Coast Air Basis. Duties included:

- Formulation of recommendation on policy and program implementation strategies;
- Serving as liaison and representative for the Director of Transportation at meetings;
- Formulation of recommendations on policy and program implication strategies;
- Assisted the Director in the establishment of program objectives and goals for the section;
- Advised federal, state, and local governmental agencies, private sector businesses, executives, and various industry groups on Regulation XV and other District programs.
- Reviewed and approved trip reduction plans for public agencies and private sector businesses; and

**City of Los Angeles, Community Redevelopment Agency** (July 1989 – September 1989), Los Angeles, CA

**Senior Transportation Planner**

Provided technical and professional support to the Mayor's Committee for the Downtown Strategic Plan. Duties included preparation of reports and analyses on relevant transportation and land-use issues, selection and supervision of outside consultants, and other duties as necessary.

***Los Angeles County Transportation Commission (LACTC) (October 1985 – June 1989), Los Angeles, CA***

**Senior Transportation Analyst**

Designed and implemented plans and policies for cities in Los Angeles County, involving Commission funding for local transportation projects, including special regional demonstration projects. Acted as liaison and represented the Commission on outside study efforts, task forces, advisory groups, and panel discussions. Provided technical assistance to cities including project design, development, approval, and evaluation. Prepared grants, proposals, Memorandums of Understanding and other technical agreements and documents as necessary. Hired, trained, and supervised professional transportation and clerical staff as well as outside consultants.

***Southern California Rapid Transit District (SCRTD) (June 1984 – September 1985), Los Angeles, CA***

**Transportation Planner**

Short and long range transportation planning in the Policy and Guideway Section of the Planning Department. Performed operational and service policy analyses for use in the District's Five-Year Short-Range Transit Plan.

***M.L. Connely and Associates (July 1979 - May 1984), Los Angeles, CA***

**Assistant Planner**

Assisted in the preparation and completion of a variety of technical reports, needs assessments and analyses related to transportation and traffic projects for public and private sector companies. Compiled and analyzed financial and operational data and performed statistical analyses; assisted in preparation of written reports and bid documents; attended client meetings and briefings as requested.



**HEATHER MENNINGER-MAYEDA**

Associate Principal, Judith Norman Transportation Consulting

**EDUCATION**

**California State Polytechnic University at Pomona, California**

Master's in Urban and Regional Planning – June 2002

**Brandeis University, Waltham, Massachusetts**

Master's Management of Human Services – 1981, *Florence Heller School of Social Welfare*:

**Hampshire College, Amherst, Massachusetts**

Bachelor of Arts – 1977, American Studies: Literature and Philosophy Major

**PROFESSIONAL EXPERIENCE**

**A-M-M-A** [A Menninger Mayeda Alternative] Claremont, CA (1987 - present)

*Principal*. Partnership originally formed to bring professional evaluation and problem solving resources, skills and expertise to analysis of public transportation services. Now sole proprietor with lead responsibilities, including project management, in the following projects:

Rural and small urban transit innovations – Transportation Research Board's Transit Cooperative Research Program [A-21].

Fixed-route transit and paratransit planning – Antelope Valley Transportation Authority, SCAG Southeast Gateway Cities, Los Angeles DOT/Los Angeles County MTA, Phoenix, AZ., Riverside Transit Agency, Riverside County Transportation Commission, Cities of Claremont Torrance, Huntington Beach, Pasadena, Santa Monica, Needles, Downey, La Canada Flintridge, La Crescenta.

Public outreach and coordination councils -- San Bernardino County's *Public and Specialized Transportation Advisory and Coordination Council* (1990 to present); City of Downey Citizens' Ad Hoc Transit Committee; County of Orange Public Health Department's Tobacco Revenue Settlement Program; Gateway Cities Council of Governments [Los Angeles Co.].

Senior transportation planning studies – County of Orange, San Diego County, San Diego Association of Governments, City of Huntington Beach, Western Riverside County.

Non-emergency medical transportation – SCAG – Health Access Study Riverside & San Bernardino Counties [Kaiser, Molina, Inland Empire Health Plan, HealthNet and Community Hospital of San Bernardino plus RTPA partners]

Coordination studies and demand management – Orange County Transportation Authority *ADA Growth Management*; Riverside County *Non-Emergency Medical Transp. Measure A Call for Projects*; County of San Bernardino, San Bernardino Associated Governments, Riverside County's SunLine Transit, Los Angeles County Transportation Authority [INFOLINE].

Americans with Disabilities Act planning and service monitoring -- Omnitrans, Victor Valley Transit Authority, City of Barstow, Mountains Area Regional Transit Authority, City of Downey, City of Rancho Mirage, Ventura County's SCAT.

Federal grants preparation – City of Downey, Morongo Basin Transit Authority, Omnitrans, Mountain Area Regional Transit Authority.

Transit performance measures, monitoring, reporting -- San Bernardino Associated Governments, Orange County Transportation Authority, Southern California Association of Governments, Barstow.

Performance assessment, management and operations evaluation -- Claremont, Omnitrans, Cities of Santa Monica, Downey, Pasadena, Glendale, Whittier, Rancho Mirage, Barstow, Morongo Basin Transit Authority.

Telecommute needs assessment -- City of Mission Viejo.

**Frank D. Lanterman Regional Center**, Los Angeles, CA (83 – 87)

*Transportation Project Director, Independent Contractor.* Multi-regional center project [Caltrans grant] to manage the client \$10 million transportation services of 7 Los Angeles basin regional centers.

**Heather Menninger-Mayeda, page two**

**Planning & Evaluation Div., California Dept. of Developmental Services**, Sacramento, CA (81-82)

*Project Director.* Project management of a Caltrans-funded specialized transit planning grant.

**Health Care Financing Administration, Federal Dept. of Health and Human Services, Region I**, Boston, MA (9/80-7/81); Headquarters, Baltimore, MD. (1980)

*Intern/ Special Assistant to the Bureau Chief.* Preparation of decertification packages to terminate two State Medicare/ Medicaid institutions; certification analyses and application of statutory authority.

**Massachusetts Department of Mental Health**, Boston, MA (79 – '80)

*Management Consultant.* Cost and program evaluation of the community residential care systems.

**New England Rehabilitation Hospital**, Woburn, MA (77 – 80)

*Program Coordinator.* Grant to provide rehabilitation training to long term care providers.

**PROFESSIONAL AFFILIATIONS**

American Planning Association (since '98). California Transit Association. California Association for Coordinated Transportation [CALACT] (since 1991). Community Transportation Association of America (since '95). Los Angeles Philharmonic Foothill Affiliate Committee (since '95). Los Angeles County Metropolitan Transportation Authority, Local Transit Systems Subcommittee ('94-'98). Crippled Childrens' Society of Southern California, Board of Directors ('92-'98). Los Angeles County Transportation Commission, Paratransit Operations Subcommittee ('84-'93). Women's Transportation Seminar ('89-95). Casa Colina Rehabilitation Hospital, Adult Day Care Board ('92-'94).

**PUBLICATIONS AND PRESENTATIONS**

Transportation Research Record, *Journal of the Transportation Research Board of the National Academies*. "ADA Demand Forecasting for Orange County Transportation Authority's ACCESS Program". H. Menninger-Mayeda, P. Berger, D. Berger, B. McCormick, D. Boyle. No. 1884, October 2004, pp. 55 – 64.

Evaluation of Six San Diego County Senior Transportation Programs: Transit Planning for the Graying of America, Master's Degree Thesis, Urban and Regional Planning Dept., Cal Poly Pomona, June 2002.

TCRP Report 70: Guidebook for Change and Innovation at Rural and Small Urban Transit Systems, KFH Group and A-M-M-A. Transportation Research Board, National Academy Press, Washington DC, 2001.

Presentation at 14<sup>th</sup> *National Rural Public and Intercity Bus Transportation Conference*, "Status Report on TCRP A-21 – Innovation in Rural and Small Urban Transit", Lake Tahoe, CA. Nov. 14, 2000.

Presentation at the *Aging Summit – Senior Issues into the Next Century*: Sponsored by the County of San Diego, Aging and Independence Services. "Senior Mobility and Senior Transit Issues in San Diego County", San Diego, CA., February 24, 2000.

**Workshop Proceedings on Transportation and the Elderly: San Bernardino and Riverside Counties**, Ontario, CA., February 14, 1995, 15 pages.

Presentation at the *American Association of Homes for the Aging*: "Transportation Services to the Rural Elderly," San Diego, CA., October 22, 1993.

Presentation at the *Transportation Research Board Conference*: "Transit Professionals and Consumers Jointly Developing ADA Service Guidelines", Phoenix, AZ, May 1993.

"Transportation Implications of Supported Employment Programs", Menninger, H., Mayeda T. *California Regional Centers Journal*, photocopy 23 pages, July 1988.

"The Sacramento Mobility Training Project: Early Results", Starks, J., Simpson, C., Menninger, H. *Transportation Research Record* #231, pp. 630-638, May 1985.

"Chapter 9: Transportation", Menninger, H. in Mental Retardation and Developmental Disabilities, Volume 13. Wortis, J. Plenum Press, New York, pp. 171-206, 1984.

**ALAIN YANUARIA**  
**Data Support**

**EDUCATION**

**California Polytechnic State University Pomona**, Pomona, California  
Major – Accounting, 2002

**Mount San Antonio College**, West Covina, California  
Major – Accounting

**EMPLOYMENT HISTORY**

**A-M-M-A**, Claremont, CA (August 1999 to present)

*Data Analyst.* Type of assistance in projects include data entry and data verification, creating tables, charts, and spreadsheets, and revising reports. Other duties include mailing, systems update, and file and computer maintenance. The following are specific responsibilities in projects with their respective clients:

- *Omnitrans*: Collection of major trip generators from various resources ranging from phone contacts to internet websites to mailing; Organizing and categorizing data; Updating and maintaining database; Coordinating data input and verification of entries.
- *San Diego Associated Governments*: Collection of data through consumer surveys and historical data and projection estimate research; Coordinating data input; data entry.
- *City of Huntington Beach*: Collection of data through consumer surveys; data entry.

**Mount San Antonio College- Auxiliary Services**, Walnut, CA. (Jan. 2000 to April 2000)

*Clerical.* Responsibilities include basic bookkeeping and reconciliation, tabulating bank cards, data entry, inventory check, filing. Development of a skeleton database for payroll records.

**Cedars Sinai Medical Center**, Los Angeles, CA. (May 1999)

*Clerical.* Filing, answer telephones, accounts retrieval, basic bookkeeping

**Interactive Search**, Los Angeles, CA. (March 1998 – April 1998)

*Data Entry Operator.* Data entry

**TECHNICAL EXPERTISE:** Familiar with the following: Microsoft Excel, Word, Access 2000. Knowledge of Windows 95 and 98 and Netscape Communicator.



### *Expertise Summary*

- ◆ Transit service, finance and management planning.
- ◆ Paratransit, ADA and community transit planning
- ◆ Funding and financing strategies for transportation projects.
- ◆ Capital and operating budget development.
- ◆ Integrating transportation and land use planning
- ◆ Transportation demand management planning
- ◆ Development, implementation and analysis of surveys

### *Education*

- ◆ BA, History, University of Vermont, Summa Cum Laude
- ◆ MPP, Transportation, Harvard University

### *Professional Affiliation*

- ◆ American Institute of Certified Planners-1992
- ◆ Women's Transportation Seminar (WTS)
- ◆ Institute of Transportation Engineers, member

## **Landsman Transportation Planning LLC**

**Carol A. Landsman, AICP**

### **Introduction**

Ms. Landsman has over 20 years of professional transportation experience including extensive involvement in transit planning. She has focused on working with small cities and rural communities to develop realistic transportation solutions that support local values. She served as a City of Burlington commissioner for the Chittenden County Transportation Authority. She helped found Special Services Transportation Agency that provided ADA and special transit services. She was a member of the Oregon American Planning Association (APA) Transportation Planning Rule working group and subcommittee that developed the APA Recommendations for Pedestrian, Bicycle and Transit Friendly Development Ordinances. She developed the template that the Oregon Department of Transportation Public Transit Division recommends for writing the transit elements of transportation system plans. She crafted the Oregon Highway Plan policy and goals for park and rides and ridesharing. She represented the cities of Washington County on the Portland area MPO technical committee. She won an APA award for her publication *Removing Barriers: A Guide for Including People with Disabilities in the Planning Process*.

### **Transit Planning**

Ms. Landsman has planned for state, regional and local transit agencies. Examples of state projects include:

- State of Washington Intercity and Rural to Urban Transit Plan
- State of Missouri Passenger Transportation Plan
- Oregon Department of Transportation Transit Risk Management Standards Study, Oregon

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503-253-2921

She has managed over two dozen transit studies and plans in Oregon, Washington, California and Idaho to implement new service and/or to improve operational and organizational efficiency. These plans have included needs assessment using surveys, focus groups and stakeholder interviews; service plans; financial plans, goals development and connecting transit and land use planning as well as assuring compliance with ADA and coordination with community groups.

Examples of transit plans include:

- Intercity Transit Comprehensive Plan, Olympia WA
- Douglas County OR Transit Coordination and Service Plan
- Lassen, Plumas, Modoc Counties California Transit Consolidation Study
- Eureka Arcata and Fortuna, CA, Five-Year Transit Development Plans
- Skamania County, Washington Transit Feasibility Study
- Ride Glenwood Springs Transit Plan, Glenwood Springs CO
- Mount Hood Transit Feasibility Study, Clackamas County OR
- Everett Transit-Community Transit Coordination Study, Everett WA
- Linn-Benton, Oregon Intercity Transit Plan
- City of Sandy Oregon Transit Development Plan
- US 30 Transit Feasibility Study, Columbia County OR
- McMinnville Oregon Transit Feasibility Study
- Lewis and Clark Bicentennial Transportation Plan, Clatsop County OR.
- Sunset Empire Transportation District Comprehensive Plan Update, Astoria OR
- Umatilla County Public Transportation Needs Assessment, Pendleton OR

### **Paratransit Planning**

An important component of Ms. Landsman transit planning practice is developing and assessing paratransit programs for people with disabilities. She was a founder of the Burlington Vermont special transportation services and has worked with numerous communities to ensure services for this group.

Selected examples include:

- Wilsonville SMART ADA Paratransit Plan, Wilsonville OR
- Dial-a-Ride Evaluation, Bend OR
- Columbia County, Oregon Community Transit Plan
- Rogue Valley Transit ADA Evaluation, Medford OR
- Everett, Washington Transit Dial-a-Ride Assessment

**Employment History**

Chittenden County, Vermont Regional Planning Commission, Transportation Planner  
City of Burlington, Vermont, Comprehensive Planner  
City of Tigard, Oregon, Planning Manager  
David Evans and Associates, Senior Transportation Planner  
Nelson Nygaard Associates, Principal and Portland Office Manager

**DBE/WBE Certification**

Oregon and Idaho